

Finding Your Passion: Career Strategies for New Public Service Professionals – Professor Stephen Rolandi – 2024 ANNUAL MEETING – NEW YORK METRO ASPA



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Overview

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- I. What is Career Mapping ?**
- II. Careers Paths for Bachelor's & MPA degree holders in:**
 - **Health Administration**
 - **Federal, State and Local Government**
 - **Independent (Not-for-Profit) Sector**
 - **International Public Administration**
 - **Inspection and Oversight**
 - **Colleges and Universities – academic careers**
 - **Electoral politics**
 - **Private Sector**
- III. Should I consider going back to school for another degree?**
- IV. Helpful Advice, Tips and Resources (including resume writing; cover letters; interviews)**
- V. Question and Answer Session & Discussion**

Career Mapping



I. What is a Career Map?

“Career Maps contain detailed information to facilitate choices, based on individual talent and organizational needs. Thus, they enable HR (Human Resource) organizations and employees separately or together to choose development paths that build intersections between career aspirations and the needs of the business....”

(from: Caela Farren, “The Importance of Career Mapping,” Mastery Works, Inc.)

The 9 Elements of a Career Map

1. Defining **purpose** , function and utility of each profession in an organization.
2. **Behavioral strengths**, traits and personal characteristics required for success in a profession
3. **Profession-centered competencies**, consisting of clusters of knowledge and abilities required for excellence in a profession or practice
4. **Business competencies**, which include skill sets, knowledge/abilities required to work effectively in an organization (e.g. conflict management, cultural awareness, etc.)
5. **Leadership competencies**, which include skill sets, knowledge and abilities required in order to become leaders in an organization (mentoring skills, planning, organizing, etc.)
6. **Functional accomplishments**, that signal mastery in a profession as described and practiced by experts.
7. **Career paths**, that follow a series of positions or projects, normally graded by complexity, which are achieved by sequential development of competence.
8. **Developmental experiences**, that can help one craft a smart career path and on-the-job learning.
9. **Formal education and training**

(from: Caella Farren, "The Importance of Career Mapping," Mastery Works, Inc.)

Careers in Public Administration



The Bachelor's degree in Public Administration

PUBLIC ADMINISTRATION BACHELOR'S DEGREE PROGRAMS

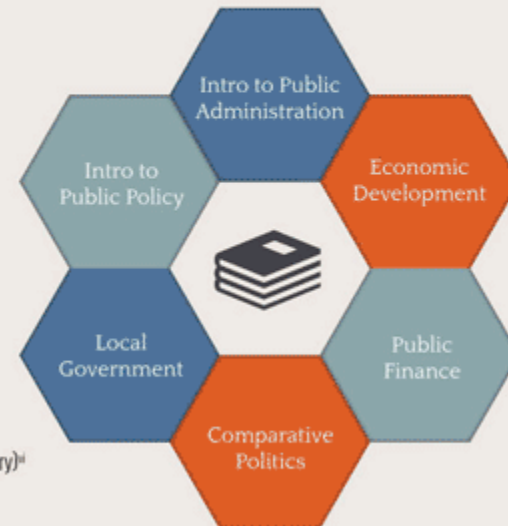


3,437

Bachelor's Degrees in Public Administration Awarded in 2014ⁱ

DATAUSA

POTENTIAL COURSEWORK FOR PUBLIC ADMINISTRATION BACHELOR'S DEGREES^{viii}



COMMON CAREERS FOR PEOPLE WITH PUBLIC ADMINISTRATION DEGREES



Sources: ⁱ<https://datausa.io/profile/cip/440401/> | ⁱⁱ<https://www.bls.gov/oooh/business-and-financial/budget-analysts.htm> | ⁱⁱⁱ<https://www.bls.gov/oooh/management/administrative-services-managers.htm> | ^{iv}<https://www.bls.gov/oooh/management/social-and-community-service-managers.htm> | ^v<https://www.bls.gov/oooh/community-and-social-service/social-workers.htm> | ^{vi}<https://www.bls.gov/oooh/business-and-financial/budget-analysts.htm> | ^{vii}<https://www.bls.gov/oooh/business-and-financial/management-analysts.htm> | ^{viii}<http://www.snhu.edu/online-degrees/bachelor/sba-in-public-administration>

What is the MPA degree all about?



BA/BS in Public Administration & the MPA degree

- Many people who receive a Bachelor's degree in Public Administration contemplate continuing their education to pursue a Master's degree in Public Administration (MPA).
- The MPA degree is considered the appropriate management oriented degree for those individuals aspiring to higher level positions of responsibility in the public service.
- The next several slides describe the MPA degree in greater detail.

MPA and MBA

What's the Difference?

MPA / MBA

A Master of Public Administration and a Master of Business Administration often appeal to a very similar audience. Understanding the unique skills and career paths associated with each can help you make the most of your graduate education.



MPA

For those seeking leadership roles in the public and nonprofit sectors

MBA

For those seeking to develop skills required for careers in business and management

Current Career Trends for an MPA degree

Public Administration Career Outlook

Employment of Administration Services Managers is projected to grow 7 percent from 2018 to 2028, faster than average for all occupations.



GREAT
BUSINESS
SCHOOLS

SOURCE: U.S. Bureau of Labor Statistics, Employment Projections program

There are many different Career Paths for MPAs

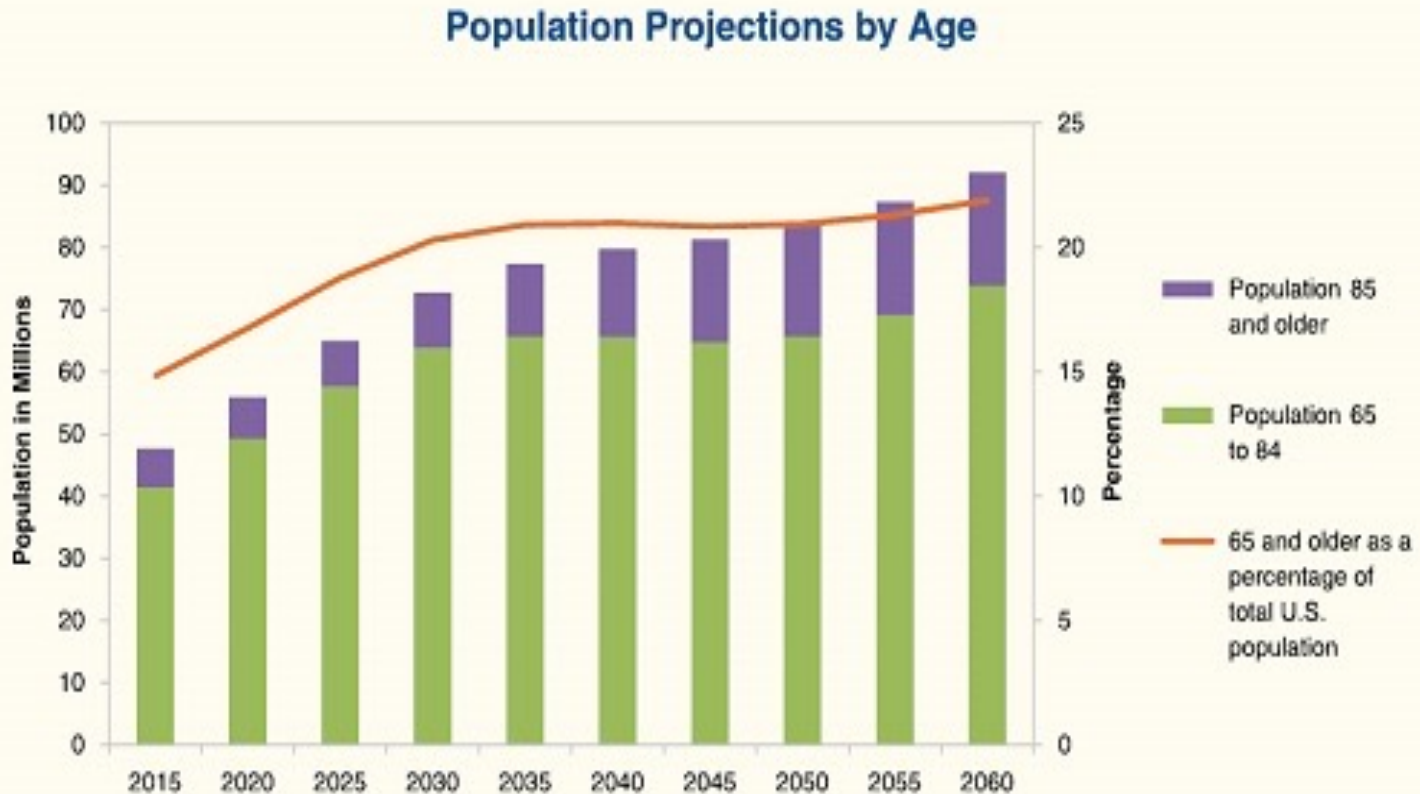


Careers in Health Administration

Degree Programs:

- MPA (public administration with concentrations in health policy and management)
- MHA (Master's in Health Administration)
- MPH (Master's in Public Health)
- Dual MPH/MBA (for students interested in health policy and health care management)

Current demographic outlook for the US indicates an increasing aging population



Careers in Health Care Administration (continued)

According to the U.S. Bureau of Labor Statistics, those in health care administration can expect job growth of 15% from 2019 through 2029

(source: U.S. Department of Labor, Bureau of Labor Statistics, Occupational Outlook Handbook, 2019*)

*note: pre-Covid19 pandemic

Careers in Health Care Administration (continued)

Major industries where health care administration professionals are employed:

1. Hospitals (not-for-profit, Veterans Administration hospitals)
2. Private practice
3. Ambulatory services/out-patient facilities
4. Nursing Homes
5. Assisted Living Facilities
6. Health Insurance Companies

Health Care Administration Positions

- **Assistant Manager/Administrator** – responsible for overseeing a facility’s employees, finances and procedures
- **Nursing Home Administrators** – oversee the operation of nursing care facilities; coordinating the admission of new residents; hiring and scheduling of staff and delivery of care
- **Health Information Managers** – responsible for maintaining and securing patients’ electronic medical records
- **Clinic Administrator** – responsibilities include hiring and training of staff; making staff schedules; conducting staff meetings; maintaining facilities; implementing policies; and overseeing billing
- **Hospice Administrators** – manage fiscal operations, including accounting, planning and rates for services
- **Home Health Care Administrators** – supervise nurses and other health care workers who provide health care to patients in the patients’ own home; responsible also for staffing, training and employee development
- **Public health policy analysts** – focus is on evaluation of current policies; targeting the health of the public and how it can be improved (usually a government-based and not-for-profit group based organizations)
- **Assisted Living Administrators**
- **Clinical Trial Administrators**

Careers in Federal, State and Local Government and Not-for-Profits



Levels of Government in the United States

Number of Government Units*:

- Federal 1
- State 50
- Counties 3,031
- Municipalities 19,522
- Townships 16,364
- Special districts 37,203
- School districts 12,884

TOTAL **89,055**

**Source: U.S. Census Bureau, 2012 Census of Governments*

Careers in Federal, State and Local Government, and Not-for-Profits

- Bureau of Labor Statistics has forecast that opportunities in state and local government are expected to increase by 11% in the next 10 years and that job prospects look favorable for managers because of foreseen increases in the retiring workforce.

(source: US Bureau of Labor Statistics, 2019)

Careers in Federal, State and Local Government, and Not-for-Profits

Major employers where government officials and professionals are employed:

1. Budget agencies (US OMB; City of NY OMB, state central budget agencies, NYS Division of the Budget)
2. County governments; municipalities – city managers/county administrators
3. Towns, villages, hamlets, special/school districts
4. Universities, museums, social service agencies, charities
5. Public Benefit (Government/Education) Corporations and Authorities: examples include: MTA; CUNY; SUNY; Port Authority of New York and New Jersey

International organizations



MPAs in International organizations

There are basically 2 types of international organizations where MPAs can find employment:

- International nongovernmental organizations (NGOs) – NGOs that operate internationally.
Examples: International Committee of The Red Cross; Medecins Sans Frontieres;
- International Governmental Organizations (IGOs) – international organizations such as the United Nations (UN) and its various agencies (e.g. UNICEF, UNDP; UNESCO, etc.)

Inspection and Oversight



What is Inspection and Oversight all about?

- Sometimes referred to as the “5th branch of government,” inspection and oversight is essential in public, independent and private sector organizations. I & O occurs in 4 modes – investigation & inspection; assessment & evaluation; financial & programmatic auditing; and regulation enforcement & compliance assessment
- Career positions include: Inspectors General (IGs); financial controllers; legislative analysts; compliance monitor; investigative journalists

Careers in the Not-for-Profit Sector



The Not-for-Profit Sector: A source for careers for MPAs



The NFP sector is steadily growing in the United States

Table 1. Number of Employees by U.S. Economic Sector, 2003–2013 (thousands)

Year	Total U.S. workers ^a	Business	Nonprofits ^b	Government
2003	130,315	96,073	12,662	21,580
2004	131,732	97,296	12,818	21,618
2005	133,996	99,263	12,929	21,804
2006	136,404	101,272	13,156	21,975
2007	137,935	102,262	13,453	22,219
2008	137,170	100,910	13,757	22,503
2009	131,221	94,811	13,857	22,553
2010	130,269	93,850	13,929	22,490
2011	131,843	95,718	14,033	22,092
2012	134,098	97,950	14,231	21,918
2013	136,394	100,117	14,429	21,849

Sources: a. U.S. Department of Labor, Bureau of Labor Statistics, Current Employment Statistics (2003–13). b. Authors' calculations based on U.S. Census Bureau, Economic Census (2002, 2007, 2012); U.S. Department of Labor, Bureau of Labor Statistics; and Urban Institute, National Center for Charitable Statistics, Core Files (Public Charities, 2003–13)

Growth of NFP organizations in the USA

Nonprofit Organizations In the United States

2,201,946

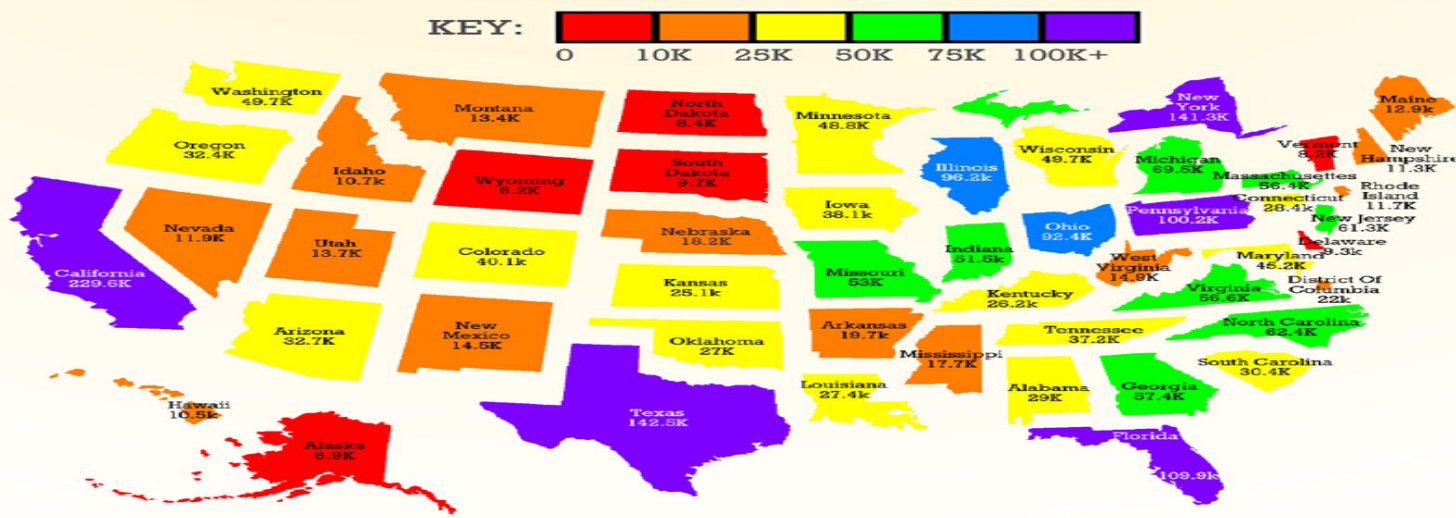
Total Nonprofit Universe*

1,800,000+

Active Nonprofit Organizations

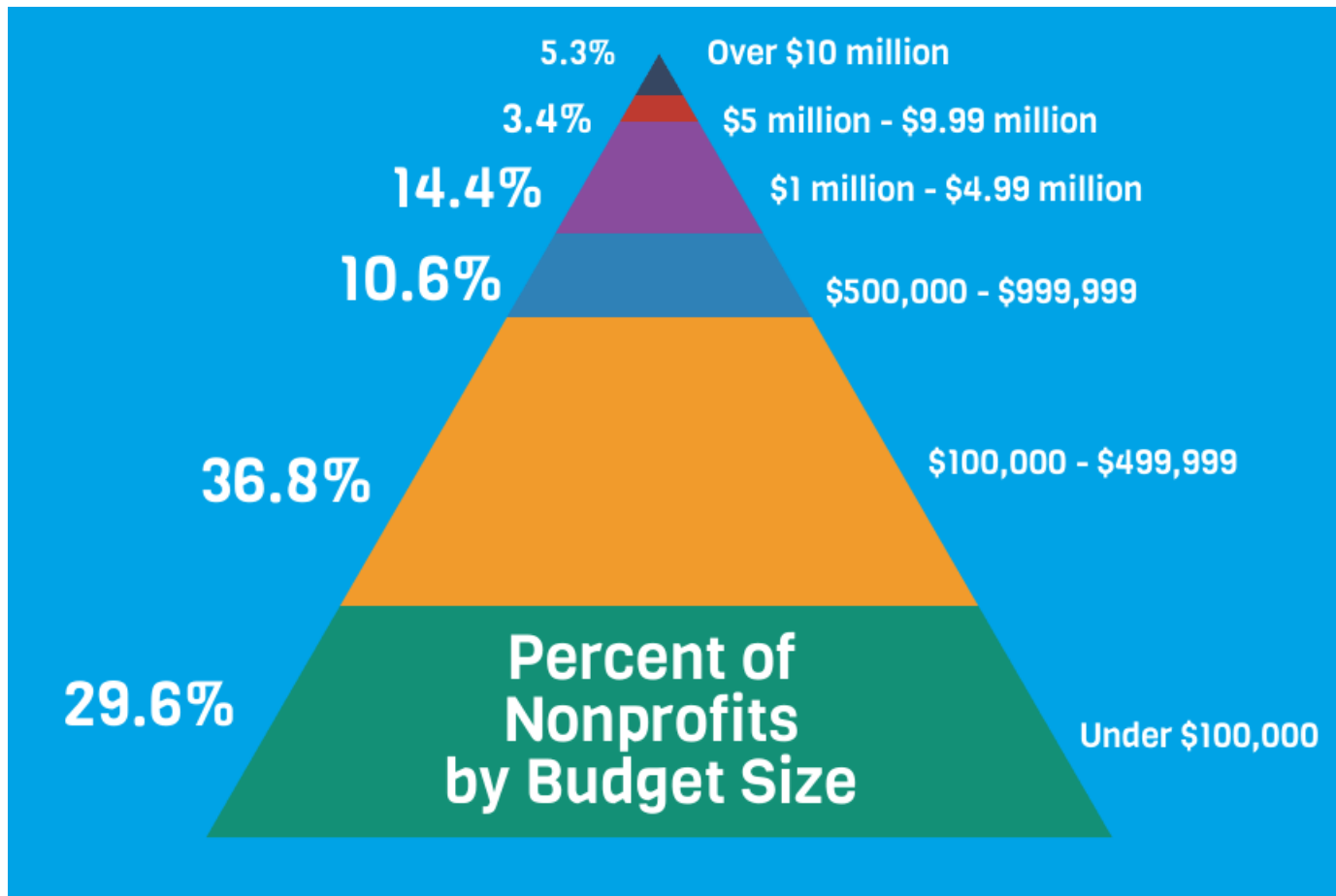
Top 5 Over 100K

- #1: California
- #2: Texas
- #3: New York
- #4: Florida
- #5: Pennsylvania



* Represents the number of nonprofit organizations you can research on www.guidestar.org.
 U.S. Territories NOT INCLUDED: Northern Mariana Islands, American Samoa, Guam, Virgin Islands, and Puerto Rico.

Many NFPs in the US are relatively small in size



Not-for-profit organizations in the New York Metropolitan Area



Some prominent Greater NYC Metro area NFPs

- *American Museum of Natural History*
- *AFS Intercultural Programs*
- *Ford Foundation*
- *Brooklyn Museum*
- *Metropolitan Museum of Art*
- *New-York Historical Society*
- *Legal Aid Society*
- *Police Athletic League*
- *March of Dimes Foundation*
- *Bruce Museum (CT.)*
- *Save the Children (CT.)*
- *Newark Museum (N.J.)*
- *March of Dimes Foundation*
- *Doctors without Borders USA*

Some typical positions held by MPAs in NFP organizations

- Budget Director
- Director of Finance and Administration
- Vice President for Finance
- Director of Human Resources
- Director of Volunteers
- Grants Coordinator
- Executive Director
- Director of Administration
- Executive Vice President
- Board Chairman/President (usually a volunteer position; in some instances a paid position)

Metropolitan Washington, DC Area



Some Prominent NFPs in the Greater Washington, DC area

- **The Independent Sector**
- **The Ripon Society**
- **American Society for Public Administration (ASPA)**
- **Human Rights Campaign**
- **United States Institute of Peace**
- **The Global Fund for Children**
- **The American Red Cross**
- **American Association of Retired Persons (AARP)**
- **The Center for Pluralism (CFP)**
- **American Geophysical Union**
- **The Smithsonian Museums**
- **Baltimore Community Foundation, Inc.**
- **Annie E. Casey Foundation**
- **National Aquarium of Baltimore**
- **+ many more (see Washington Business Journal, www.bizjournals.com)**

Advanced degrees in Public Administration – Ph.D./D.P.A.

- The *Doctor of Philosophy* (Ph.D.) is considered to be the highest earned degree in the United States and is primarily geared for those pursuing teaching, academic and research oriented careers in colleges and universities.
- By contrast, the *Doctor of Public Administration* (D.P.A.) is a terminal applied-research doctoral degree in public administration/government usually held by senior level administrators. Currently, not as many universities offer this degree compared to the Ph.D. degree.

MPAs in Electoral Politics

- Many MPAs pursue careers in the administrative management side of government, while others with the MPA degree find themselves in the electoral arena
- Many successful candidates for public office require special skill sets, and lost their initial run for public office. Such careers can be demanding in what is required to be a successful candidate.

Some prominent elected officials who have the MPA degree

**Hon. Barbara A. Favola, State
Senate (Virginia)**



**Hon. Melissa Mark-Viverito
(former Speaker, NYC Council)**



Some additional public officials with the MPA/MPP degree

**Leticia James, NYS Attorney General
& former NYC Public Advocate**



**Kevin Martin, Chair, Federal
Communications Commission (2005-09)**



MPAs at the National Level

U. S. Senator Christopher Van Hollen (MD., D)



Hon. Stacy Abrams, Candidate for Governor of Georgia (2018; 2022)



Other prominent local government MPAs (New York State)

**Hon. Tim Itoni, Westchester
County Clerk**



**Hon. George Latimer,
Westchester County Executive**



And some more local politics/government MPAs

**Kim Jorns, Executive Director,
Michigan Republican party**



Hon. Kevin Byrne, NYS Assembly



Should I go to law school after getting my Bachelor's or MPA degree?



Law School – J.D./LL.M./S.J.D. degrees

- Nearly all law students in the United States pursue the first degree in law (**Juris Doctor**) to become attorneys. There are some very rare exceptions limited to a handful of states (“admission by clerkship” or “law readers”).
- Admission to an American law school requires an undergraduate degree and admission is competitive, particularly to the upper tier schools (Yale; Harvard; Columbia; Georgetown; Michigan; Chicago; Virginia; Stanford; NYU);
- One needs to attend a J.D. program accredited by the ABA/AALS in order to have full mobility in the 50 states & D.C.;
- One can attend law school full-time (3 years) or part-time (4 years). Some schools have recently begun accelerated 2 year programs (Brooklyn Law School);
- Many J.D. graduates go on to acquire a second degree (**Master of Laws or LL.M.**) in some specialty, such as criminal law; constitutional law; taxation; environmental law; human rights law, etc. The **Doctor of Juridical Science (S.J.D./J.S.D.)** is an academic law doctorate degree available for those persons pursuing advanced graduate study. It usually requires about 5 years of studies.

Top ranking law schools (and highest women enrollments) – The top 20

2018 U.S. News Best Law Schools

Female Enrollment at the Top 20

1	47.8%	Yale University
2	48.5%	Stanford University
3	48.9%	Harvard University
4	48.8%	University of Chicago
5	48.9%	Columbia University
6	53.4%	New York University
7	47.7%	University of Pennsylvania
8	46.7%	University of Michigan - Ann Arbor
8	46.1%	University of Virginia
10	41.3%	Duke University
10	50.8%	Northwestern University - Pritzker
12	60.1%	University of California - Berkeley
13	46%	Cornell University
14	46.5%	University of Texas - Austin
15	51.8%	Georgetown University
15	51%	University of California - Los Angeles
17	51.2%	Vanderbilt University
18	49.3%	Washington University - St. Louis
19	48.2%	University of Southern California - Gould
20	44.3%	University of Iowa

Law School – Pros/Cons

- Law School is an expensive proposition – the cost to attend a top law school (Tier 1) is currently approaching the \$ 100,000 (annually) range, which can be a heavy financial burden for students who already may be carrying large debts from college/graduate school, with there is no guarantee of employment after graduation;
- The American legal profession is going through some introspection currently, as law practice is expected to change over the next 20 years in the USA and globally;
- Bottom line: you have to want to do this intellectually & “have the fire in the belly.”

MPAs in the Private Sector

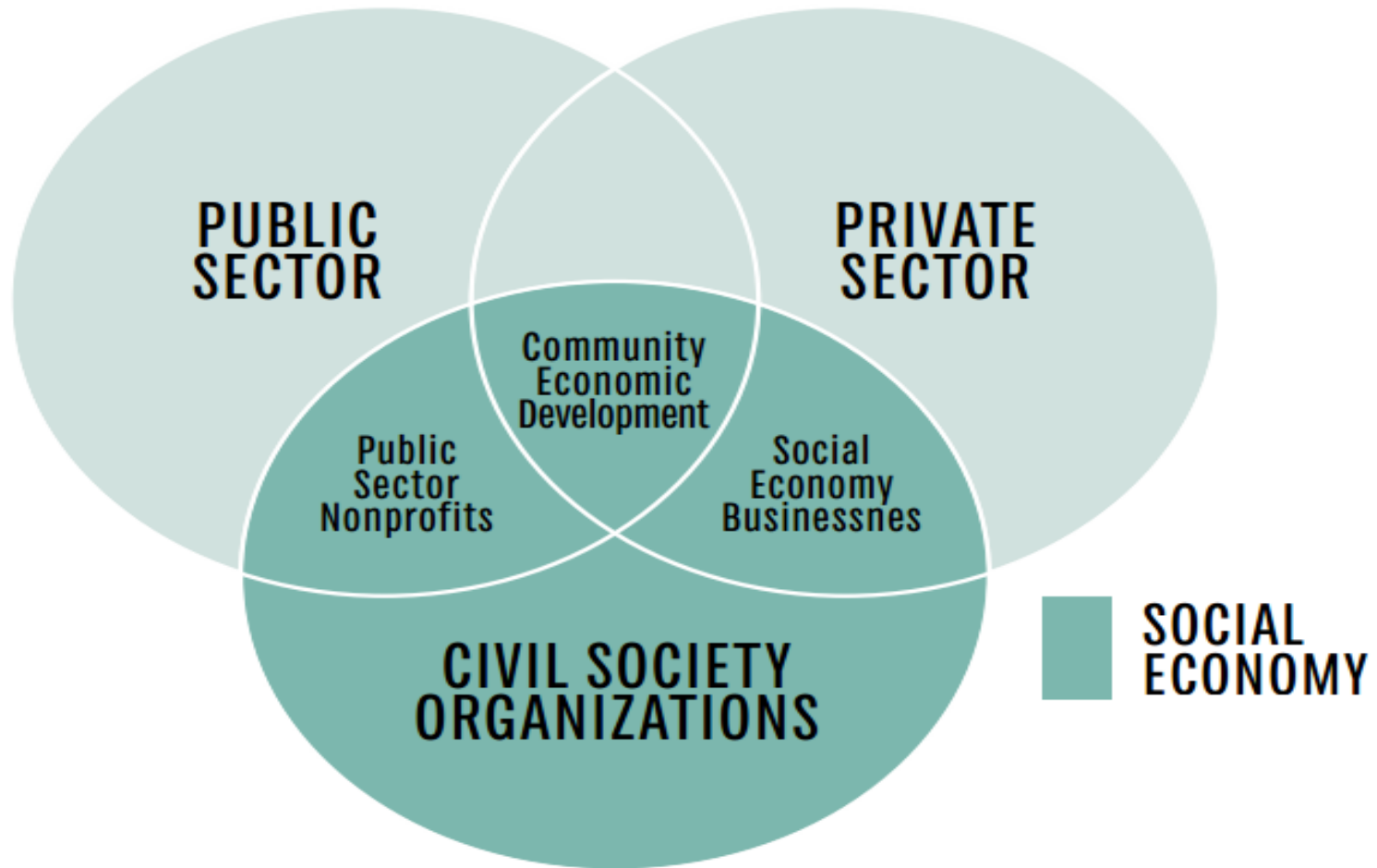


Differences between the Private, Public and Not-for-Profit



Private Sector vs. Public Sector

But there is overlap among the sectors



Career tracks in the private sector for MPA degree holders

- Managerial positions in regulated industries & companies
- Government (public) affairs specialists
- Municipal bond analysts
- Public finance specialists
- Bank regulation
- International finance and development
- Real estate finance

MPAs in Military and Public Safety Organizations & Agencies

The Armed Forces



Police Departments



Public Administration Challenges for Public Safety Organizations

Public Safety Agency Challenges

- **Improve responsiveness and situational awareness**
 - **Improve public safety**
 - **Reduce administrative overhead**
 - **Improve security of data systems**
- **Increase government agility by connecting all agencies**
 - **Improve ability and capacity to deliver services through increased efficiency and effectiveness**
 - **Protect investment**
 - **Future-proof network**

About faith-based organizations

Faith-based Organizations

- Religious congregations (church, mosque, synagogue, etc.)
- Organizations, programs, or projects operated or sponsored by religious congregations
- Nonprofit organizations that clearly show by their mission statements, policies and/or practices that they are religiously motivated or religiously guided institutions

Some various degree combinations with an MPA (pursued as a dual degree or independently)

- MBA (Business Administration)
- MUP (Urban/regional planning)
- MSW (Social work)
- MS Legal Studies/MA Legal Studies (law studies for non-attorneys)
- MA in History/Economics/Journalism/other fields
- MA in political campaign management or MA in political science with/without an MPA degree
- MS in Higher Education (for those pursuing administrative careers in higher education or school/district business administration)

Licenses and Certifications

- Licenses & certifications show that a person has the specific knowledge or skill needed to do a particular job. One typically earns a certificate after one has completed formal education. Some key differences:
- **Licenses** – are awarded by a governmental licensing agency; gives legal authority to work in an occupation; requires meeting predetermined criteria
- **Certification** – awarded by a professional organization or other nongovernmental body; not legally required in order to work in an occupation.

Some examples of professional organization-offered certifications

Human Resource Management

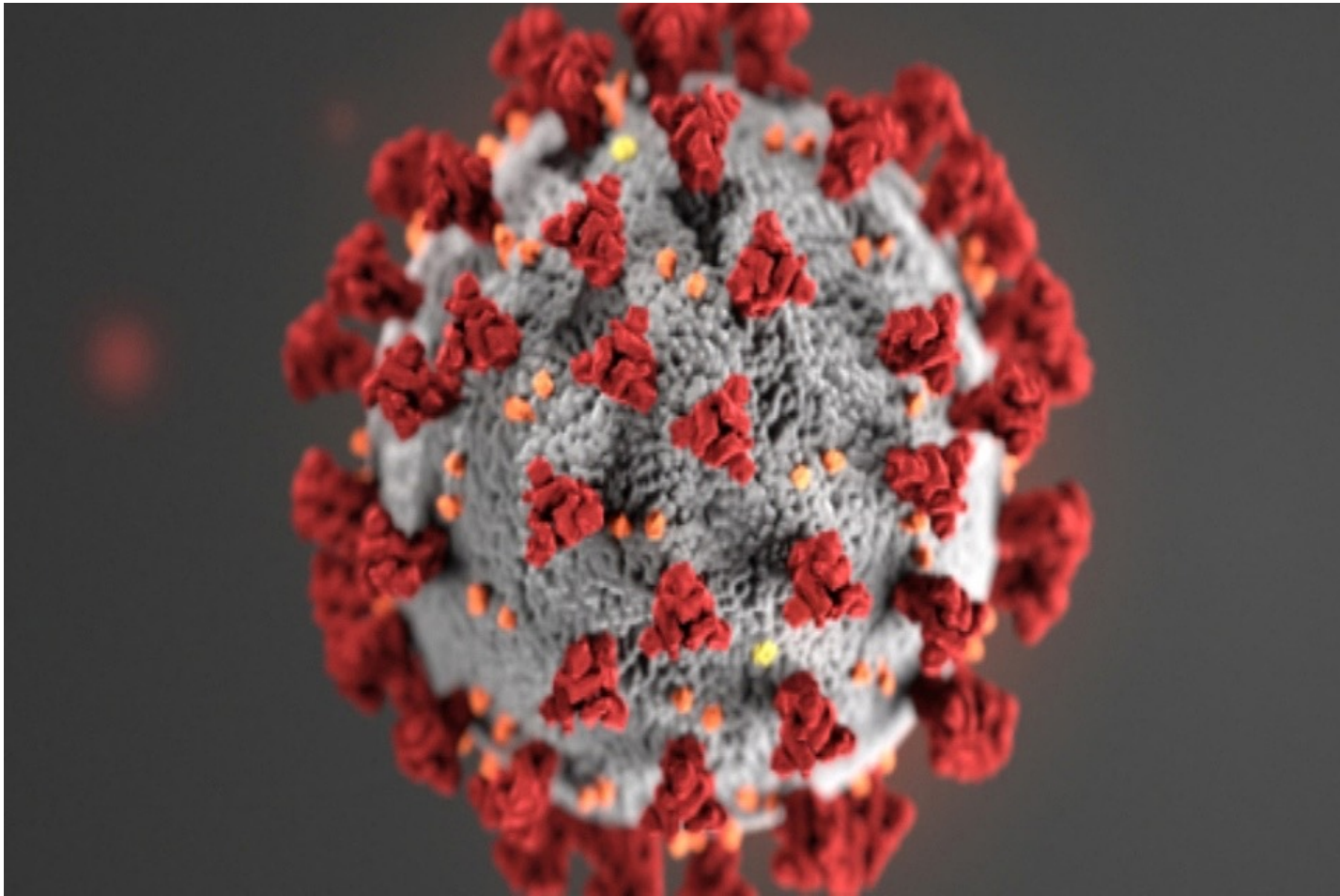


SOCIETY FOR HUMAN
RESOURCE MANAGEMENT

**Purchasing and supply chain
management**



COVID 19 and MPA degrees



The COVID-19 pandemic has created new career opportunities for Persons with Public Administration training

- Public Health
- Emergency Management
- Logistics – Supply Chain Management
- Facilities Management
- Personal fitness/personal training services
- HR management – exploring and developing new ways of how people work & are supervised.

Getting ready to Job Hunt



IV. Advice and Tips for Job Seekers – First, have your tool kit ready

- Resumes for most positions/curriculum vitae (c.v.) for academic positions, in addition to position applications
- Cover letters
- Interviews
- Job talks/presentations
- Offers

A good rule of thumb to follow is: resumes and cover letters can lead to interviews, and interviews can lead to job offers!

IV. Advice and Tips for Job Seekers

1. Find an advisor/coach/mentor/shadowing
2. Reach out to peers in similar organizations
3. Take advantage of volunteer opportunities
5. Professional associations (ASPA, APA, ICMA, GFOA, AHA, HCFMA, NACUBO, etc.)
6. Networking; join a board of directors, etc.
7. Civil service examinations (open competitive and promotional) – state and municipal
8. Presidential Management Internship (PMF) Program, state internship programs
9. Administrative Residency (hospitals)

Tips for Job Seekers (continued)

10. Temporary jobs and short-term assignments
11. Stay in touch with “near misses” – jobs you applied for, but were not the first choice
12. Consider volunteering for a political campaign/political party/citizen action committees, etc.
13. Keep in touch with your professors and former employers

Tips for Job Seekers (continued)

14. Outplacement and career coaching organizations & clubs (e.g. The Five O'Clock Club, <http://fiveoclockclub.com>)
15. Social Media (Face book, LinkedIn, etc.)
16. College and university placement offices
17. College alumni associations/events
18. Career/Job Fairs
19. Informational interviews
20. Another post-graduate degree (J.D., Ph.D., D.P.A, M.S.W) – some advice
21. Attend lectures/workshops in your area of interest
22. Order your own personal business cards
23. Job hunting apps (such as “Job Mo” and “Link Up”)
24. How to approach political/civil service exempt appointments & positions
25. And remember, deadlines are important!

Tips for Job Seekers (continued)

Websites and Search Engines:

- 1. USA/JOBS
- 2. Career Builders.Com
- 3. Idealist.org
- 4. Craigslist.com
- 5. Chroniclecareers.com
- 6. Taskrabbit.com
- 7. Websites of organizations & agencies of interest
- 8. Ivyexec.com

Tips for Seeking Professional Advice

- Make the meeting convenient
- Buy their coffee or meal
- Go with a prepared list of questions
- Don't argue about their advice or why it wouldn't work for you
- Don't ask for intellectual property or materials
- Never ask for any written follow-up
- Do spend time at the end of the meeting asking what you can do for them
- Always thank them more than once (but don't overdo it)
- Do not refer others to the same expert
- Ask an expert for free help only once
- As you ask people for help, always consider how you in turn can help others

(from: "How Not to be an Networking Leech: Tips for Seeking Professional Advice," by Margaret Morford, The New York Times, Business Section, September 26, 2015)

A word or two about Civil Service examinations



What is the Civil Service? What are Civil Service Exams?

- The term “civil service” refers to a section or class of government employees who have been hired on **professional merit**, as opposed to a **political appointment**.
- A “**civil servant**” is someone who has taken and passed a civil service examination for a particular title based on their education (bachelor’s/master’s degrees, etc.) and/or experience.
- If you are interested in working for government at some level, you may have to take a civil service examination to qualify for a position.
- Achieving “civil service status” by taking and passing a civil service can assure someone of a certain level of permanent status – with benefits – in government service.

Good Information Source for Civil Service Jobs – The ChiefLeader.com

Penn Station Good Friday Panic: Fear Outran Reason

The Chief

Civil Service LEADER
THE CIVIL EMPLOYEES' WEEKLY

April 28, 2011

Find Ex-Gratia BA's Office-God Demotion
By MICHAEL S. LEE

Superintending Engineer
Wasn't It His Mission
to Save the World?

By MICHAEL S. LEE

That's What You Get
For Being a Hero



Mourn Toll: Seek Answers for Bishop
A 'Routine Operation' Abruptly Turns Bad, and a Firefighter Falls to Death
By MICHAEL S. LEE

PHOTO BY MICHAEL S. LEE

City Offering Tests Now Until June For Correction Officer

Pay Starts at \$425, Rises to \$800
Application Fee \$51

Need High School Diploma Plus College, Military or Police Experience

For more information, visit www.ci.chiefleader.com

Bigged Posts Cost Least
Fitzgerald Tops Specht In Heated UFA Runoff
By MICHAEL S. LEE



And a word about ASPA & Why you
should join...now !



*Advancing excellence
in public service . . .*

Some famous people who have a MPA degree ...

Activist and actress Ashley Judd



**Former United Nations
Secretary-General Ban Ki-Moon**



MPAs in the Biden Administration

Shalanda Young, OMB Director



**Linda Thomas-Greenfield, US
Ambassador to the United Nations**



Other prominent international officials with the MPA degree

**Felipe Calderon, President of
Mexico (2006 – 2017)**



**Ellen Johnson Sirleaf, President
of Liberia (2006 – 2018)**





Hon. Edward I. Koch, 105th Mayor of the City of New York (January 1, 1978 – December 31, 1989)

“Public service, when it’s done honorably and it’s done well, is the noblest of professions.”

And now time for your questions*

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****if you would like a set of this powerpoint, please e-mail me.***

***Best wishes for a good
summer – see you in the fall***